



**Federal Aviation
Administration**

CIVIL RIGHTS

Federal Aviation Administration

Fiscal Year 2006 Business Plan

2006 ACR Business Plan

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2006 ACR Business Plan

Federal Aviation Administration (FAA) employees maintain, operate and oversee the largest and most complex aviation system in the world, with a safety record that is second to none. To maintain this achievement, the FAA must be a world-class organization.

Equal opportunity in the federal workplace is critical to accomplishing this goal. It requires leadership; integration of EEO into the agency's strategic mission; management and program accountability; proactive prevention of unlawful discrimination; efficiency and responsiveness and legal compliance to EEO mandates. FAA federally-operated and assisted transportation programs must also ensure equal opportunity for all beneficiaries and potential beneficiaries of our programs.

The Office of Civil Rights' performance goals focus on the strategic goal areas of Organizational Excellence and Capacity. Within the goal of Organizational Excellence, ACR will ensure that FAA maintains a Model EEO Program as required by the EEOC Management Directive on Equal Employment Opportunity. Within the goal of Capacity, ACR will provide technical assistance, review and approve airport plans for fostering participation in the construction and concession arena by businesses owned by disadvantaged persons.

Greater Capacity

The Office of Civil Rights supports the Greater Capacity Goal area by managing the Disadvantage Business Enterprise Program and investigating equal access complaints for the Airport Improvement Grant Program that is under the administration of the Office of Airport Planning and Programming.

Core Business Measure:

Airport Disadvantaged Business Enterprise Plan Review

Review plans developed by Airport Grant recipients to encourage Disadvantaged Business Enterprise (DBE) participation in airport concessions and Airport Improvement Program construction projects.

Core Business Function: Implement the Disadvantaged Business Enterprise Action Plan

Provide enhanced direction and technical assistance to Airport Improvement Program grant recipients for their participation in the Disadvantaged Business Enterprise program.

Core Business Activity: Automated DBE Database

Partner with airport sponsors to increase usage by at least 90 airports in the nationwide, web-based system for reporting participation under the Disadvantaged Business Enterprise (DBE) Program that was successfully piloted in FY 2005.

Targets:

Target 1: Develop a marketing plan for the web-based system by December 31, 2005.

Target 2: Conduct marketing outreach to 45 airports not using the web-based system by April 30, 2006.

Target 3: Conduct marketing outreach to 45 additional airports not using the web-based system by July 31, 2006.

Target 4: Evaluate results of marketing outreach to airports not using the web-based system by September 30, 2006.

Core Business Activity: Implement DOT Concessions Rule

FAA will support airport sponsors in implementing an airport DBE concession rule by acquainting them with the requirements of the rule. ACR will conduct field technical assistance

briefings to the approximately 100 large and medium hub primary airport sponsors that are required to submit revised concession programs in FY06 under the new DBE Concessions Rule by September 30, 2006.

Targets:

Target 1: Ten field assistance briefings conducted by December 31, 2005.

Target 2: A fiscal-year-to-date total 35 field assistance briefings conducted by March 31, 2006.

Target 3: A fiscal-year-to-date total 70 field assistance briefings conducted by June 30, 2006.

Target 4: A fiscal-year-to-date total 100 field assistance briefings conducted by September 30, 2006.

Core Business Activity: Ensure grant recipient airport compliance with regulations

Ensures airport compliance with DOT Disadvantaged Business Enterprise Program (DBE), American with Disabilities Act (ADA), and Title VI by providing technical assistance to stakeholders, monitoring airport efforts and assessing complaints, measured by processing and reviewing 100% of complaints received and ensuring 100% approvals of DBE plans that have been submitted with all appropriate information.

Targets:

Target 1: Consult with airport grant recipients on developing DBE plans for construction projects and concessions (1260 airports in FY04).

Target 2: Provide consulting and assistance as needed to airport

grant recipients regarding ADA and Title VI complaints.

Organizational Excellence

Within the goal of Organizational Excellence, ACR has direct support for the objective to make the organization more effective with stronger, more knowledgeable, more accountable leadership and a better prepared, better trained, diverse workforce, in the area of Equal Employment Opportunity (EEO). The EEO complaint process is a conflict management mechanism. The Special Emphasis Programs carry out initiatives in connection with EEO outreach, training, and development.

Corporate performance measures include the number of EEO formal complaints per number of employees.

Flight Plan Performance Target:

Employee Attitude Survey

Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least 5 percent by FY 2010. FY06 Target: 3 percent.

Strategic Initiative: Conflict Management

Undertake a timely and effective corporate approach to conflict management.

Strategic Activity: Support a timely and effective corporate approach to conflict management

Support the corporate approach to conflict management that facilitates resolution of conflicts before they enter an established process.

Targets:

Provide support to the Center for Early Dispute Resolution (CEDR) in the form of EEO process and data consultation services as needed basis as part of the corporate

approach to conflict management to facilitate resolving conflicts before they enter an established process. Specific target dates will be determined after discussions with AOA-9.

Targets:

Identify, document, and test key ACR business processes that support summary dollar entries in the FAA Financial Statements by 4/30/06.

Strategic Initiative: EAS Action Plan

Monitor and evaluate Employee Attitude Survey (EAS) Action Plan results.

Strategic Activity: ACR Employee Attitude Survey Focus

ACR Management Team will support corporate focus on improving future Employee Attitude Survey results in the areas of Communication and Performance Rewards and Recognition, to include monthly activity reports.

Targets:

Develop and implement initiatives given findings from interim EAS. Monthly reports will be submitted via pbviews.

Flight Plan Performance Target:

Cost Control Program

Each FAA organization will contribute at least one measurable and significant cost reduction and/or productivity improvement activity each year, including but not limited to, cost efficiencies in the areas of: strategic sourcing for selected products and services; complete consolidation of facilities and services such as accounting offices, real property management, helpdesks, and Web services; and elimination or reduction of FAA use of obsolete technology by either removing from service or transferring from Federal operation 100 Navajds. FY06 Target: 100 percent compliance.

Flight Plan Performance Target:

Clean Audit

Obtain an unqualified opinion on the agency's financial statements (Clean Audit with no material weaknesses) each fiscal year. FY06 Target: Clean Audit.

Strategic Initiative: Cost Control Program

Implement line of business-specific cost reduction and/or productivity improvement initiatives as well as agency-wide initiatives.

Strategic Initiative: Document and Test Internal Controls

In compliance with Office of Management and Budget (OMB) guidance, document and test internal controls to help program and financial managers achieve results.

Strategic Activity: ACR Financial Internal Control

Provide assistance in identifying, documenting, and testing key business processes and internal controls.

Strategic Activity: ACR Cost Control Activity

ACR will evaluate each non-supervisory specialist vacancy as an opportunity to hire at the entry level provided hiring at the lower level does not reduce required customer services, prevent us from having a Model EEO Program in accordance with MD-715 or diminish ACR's ability to accomplish activities under the Flight Plan goal,

Organizational Excellence.

Targets:

A cost-avoidance reduction of \$5,000 by September 30, 2006.

Strategic Initiative: Productivity and Financial Metrics

Each FAA organization will develop and implement productivity and/or financial metrics to measure its efficiency.

Strategic Activity: ACR Efficiency Measure - DBE Plan Approval

The efficiency through which the Office of Civil Rights approves annual Disadvantaged Business Enterprise (DBE) goal-setting methodologies for Primary airports with grants under the Airport Improvement Program (AIP). DBE goals are a critical part of the AIP grants process. It is essential that DBE goal-setting methodologies be expeditiously reviewed for compliance with regulatory guidance and approved as part of the federal grant program.

Targets:

Fifty-five percent (55%) of the goals will be reviewed within 15 days, an increase of 6% over baseline; 75% of the goals will be reviewed within 60 days, an increase of 3% over baseline. Progress will be monitored via quarterly reports with a final report by September 30, 2006.

Core Business Measure:

Implement EEOC Management Directive 715 (MD-715)

Ensure FAA is in compliance with MD-715 and the implementing instructions issued by EEOC in accordance with existing law and authority.

Core Business Function: Prepare FAA Annual EEO Program Status Report

Prepare status report based on FAA's

annual self-assessment of its EEO program, objectives to remove identified barriers to EEO, and action items implemented or accomplished.

Core Business Activity: Model EEO Program and No FEAR Act Awareness

Develop and implement two stand-alone eLearning courses to ensure employee and managerial understanding of the requirements for a Model Equal Employment Opportunity (EEO) Program under Management Directive (MD) 715 and the No FEAR Act to be also included in the Front Line Managers Course.

Targets:

Target 1: Course Objectives developed by December 31, 2005.

Target 2: Course content written for Model EEO Program by March 31, 2006.

Target 3: Course content for No FEAR Act and mastery test items for Model EEO Program written by June 30, 2006.

Target 4: Course mastery test items for No FEAR Act and both courses fielded by September 30, 2006.

Core Business Activity: Provide Status Reports to Monitor Progress

Monitor the extent FAA is accomplishing the actions designed to overcome agency barriers to equal opportunity submitted to the EEO Commission under MD-715. The progress will be evaluated and adjustments proposed as necessary to ensure the effectiveness of the plan, both in goal and execution.

Targets:

Target 1: Produce first quarter monitoring report by January 31, 2006.

Target 2: Produce second quarter monitoring report by April 30, 2006.

Target 3: Produce third quarter monitor by July 30, 2006.

Core Business Activity: Automated EEO Complaint Tracking Database

Monitor EEO complaint trends to initiate consultation with facilities identified as having high activity as indicated by the automated tracking system on EEO complaints, iComplaints.

Targets:

Target 1: Develop and distribute prototype report for 1st Quarter EEO complaint activity by January 31, 2006.

Target 2: Evaluate prototype report for identifying potential facilities with which to consult; generate and distribute 2nd Quarter report by April 30, 2006.

Target 3: Develop consultation framework to use with identified facilities; generate and distribute 3rd Quarter report by July 31, 2006.

Target 4: Consult with at least one facility identified through the EEO complaint tracking process by September 30, 2006.

Core Business Activity: Ensure Compliance with EEO regulations

Ensure an EEO Discrimination Complaint Process that can process 100% of the allegations and inquiries regarding EEO complaints and provide EEO outreach and consulting to the lines of business and staff offices.

Targets:

Target 1: Provide policy guidance and technical assistance to the lines of business and staff offices, departmental civil rights office, and

other stakeholders on EEO Complaints, EEO Alternative Dispute Resolution.

Target 2: Manage the EEO Counselor Program by maintaining an adequate active pool of counselors to be able to process 100% of the counseling sessions requested and conduct Basic and Advanced EEO Counselor Training Courses as needed.

Target 3: Manage the EEO Mediation Program by maintaining an adequate active pool of mediators to be able to process 100% of the mediation sessions requested and conduct Basic and Advanced EEO Mediator Training Courses as needed.

Target 4: Provide technical assistance with regard to agency, and lines of business EEO outreach efforts.

Target 5: Administer Federal Women's, Hispanic Employment and People with Disabilities Programs plans to identify problems and recommending solutions to management to overcome barriers to EEO.

Target 6: Support the Administrator's Awards for Excellence in Civil Rights.

Core Business Activity: Facility on-site surveys

Conduct five pilot on-site surveys to determine the extent to which facilities are maintaining a Model EEO Program under MD-715.

Targets:

Target 1: Develop protocol for

conducting on-site surveys at FAA facilities by January 31, 2006.

Target 2: Identify and schedule five facilities for on-site surveys by March 31, 2006.

Target 3: Conduct five on-site surveys by July 31, 2006.

Target 4: Evaluate effectiveness of on-site surveys and of survey protocol by September 30, 2006.

Core Business Activity: Efficiency and Effectiveness of EEO Counseling

Conduct a cost and process study to determine the most efficient and effective way in which to provide EEO Counseling services in accordance with EEO MD-110 governing EEO complaint programs.

Targets:

Target 1: Develop methodology incorporating cost and process analysis to study EEO Counseling effectiveness by February 28, 2006.

Target 2: Implement methodology and collect data by June 30, 2006.

Target 3: Analyze data and prepare draft report by August 31, 2006.

Target 4: Brief findings by September 30, 2006.

Core Business Activity: Aviation and Space Education Outreach Programs Support

Working in collaboration with the Aviation and Space Education (AVSED) Outreach Programs, support AVSED by providing staff assistance.

Targets:

ACR will obtain a schedule of AVSED activities from the National AVSED Program Manager and

determine appropriate staff assistance no later than 30 days after receiving the schedule. Support activities will be reported monthly to ACR Management and summary report prepared by September 30, 2006.

Core Business Measure:

Facilitate reduction in FAA sick leave usage

Assist in reducing FAA sick leave usage to the government-wide average.

Core Business Function: Facilitate reduction in FAA sick leave usage

Assist in reducing FAA sick leave usage to the government-wide average.

Core Business Activity: Facilitate reduction in FAA sick leave usage

Assist in reducing FAA sick leave usage to the government-wide average.

Targets:

Discuss sick leave usage with managers as appropriate within two weeks of receiving reports from AHR.